

Hospital Profile:

DANA-FARBER CANCER INSTITUTE

Specialty Hospital
Metro Boston Region

Dana-Farber Cancer Institute (Dana-Farber) is a non-profit, acute care specialty hospital dedicated to pediatric and adult cancer treatment and research. It is a teaching affiliate of Harvard Medical School and collaborates with a variety of hospitals and research institutions, including the Dana-Farber/Brigham and Women's Cancer Center, Dana-Farber/Boston Children's Cancer and Blood Disorders, Center, Dana-Farber/Partners Cancer Care, and Dana-Farber/Harvard Cancer Center. It treats a disproportionate number of complex cases (i.e. highest casemix index) compared to hospitals statewide. It provides the vast majority of its services on an outpatient basis and also has 30 staffed inpatient beds. Dana-Farber is located in the Metro Boston region and represented less than 1% of all acute hospital staffed beds in the region in 2012.

PATIENTS Five percent of all inpatient cases treated at Dana-Farber are from Boston (Downtown) and Jamaica Plain.

INPATIENT SERVICES Compared with other acute hospitals, Dana-Farber treats more high-severity cases. Relative to its small size, Dana-Farber treats a disproportionate share of bone marrow transplant and chemotherapy cases in Metro Boston. Dana-Farber's cost[†] per inpatient case was \$13,181 in FY12.

FINANCIAL PERFORMANCE Dana-Farber's total revenue in FY12 was \$1.0 billion, of which \$585 million was received for patient care services. The majority of patient care revenue was attributed to outpatient services (approximately 94%). Nearly three-fifths of its business is commercial, with the remaining two-fifths from Medicaid, Medicare, and other government programs. Its commercial payer price level is high relative to other hospitals. Dana-Farber earned a surplus of \$23.4 million (2.3% total margin) in FY12, its largest surplus in the five year period, although FY08 and FY11 resulted in losses for Dana-Farber.

AT A GLANCE

TOTAL STAFFED BEDS: 30, among the smallest acute hospitals

% OCCUPANCY: 91%

TOTAL REVENUE in FY12: \$1,008 million

PUBLIC PAYER MIX: 43% (Non-DSH* Hospital)

SPECIAL PUBLIC FUNDING: Not Applicable

TAX STATUS: Non-profit

TRAUMA CENTER DESIGNATION: Not Applicable

CY12 COMMERCIAL PAYER PRICE LEVEL: 90th Percentile

CASE MIX INDEX in FY12: 2.53, greater than statewide (1.06)

INPATIENT:OUTPATIENT REVENUE in FY12: 6%:94%

TOTAL MARGIN in FY12: 2.3% (\$23.4 million)

CHANGE in OWNERSHIP (FY08-FY12): Not Applicable

SERVICES

What were the most common inpatient cases (DRGs) treated at the hospital?
What proportion of the region's cases did this hospital treat for each service?

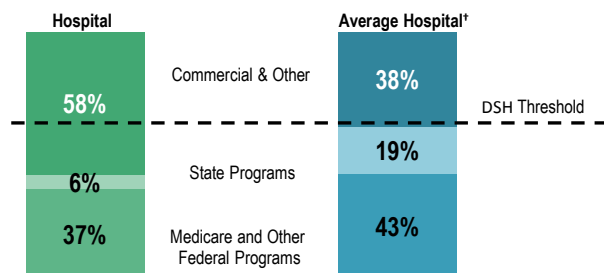
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges were attributed to this hospital?

Inpatient graph has been suppressed, as the hospital provides the vast majority of its services on an outpatient basis. In FY13, this hospital reported over 360,000 adult and pediatric outpatient clinic visits and infusions.

Graph has been suppressed as no single community accounted for more than 4% of the hospital's total discharges.

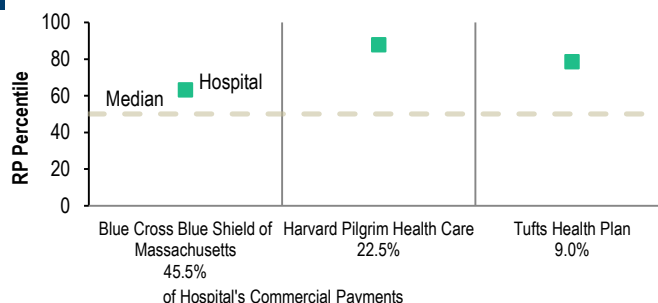
PAYER MIX

What was the hospital's overall payer mix (gross charges) in FY12, and how does this hospital compare to the average acute hospital's payer mix?



Percentage calculations may not sum to 100% due to rounding

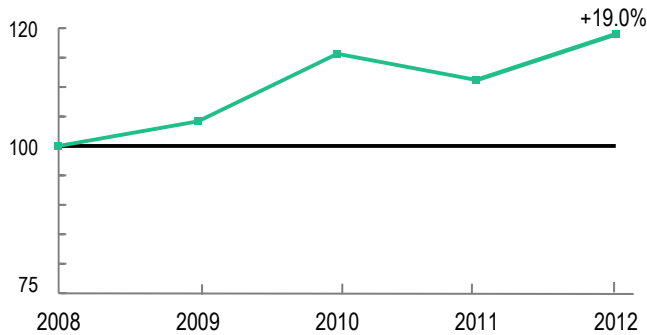
What were the hospital's CY12 payer-specific relative price levels for its top three commercial payers?



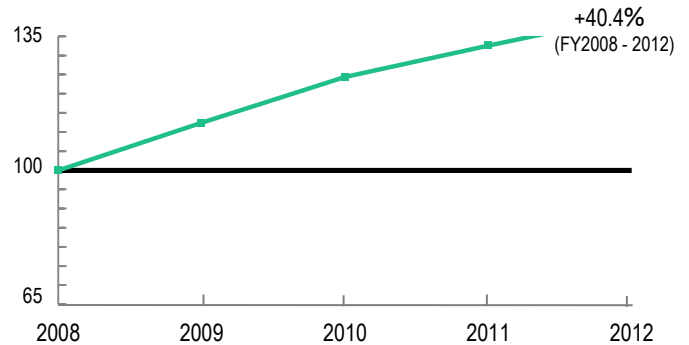
For descriptions of the metrics, please see Technical Appendix.

UTILIZATION TRENDS

How has the volume of the hospital's inpatient discharges changed compared to FY08? (FY08=100)

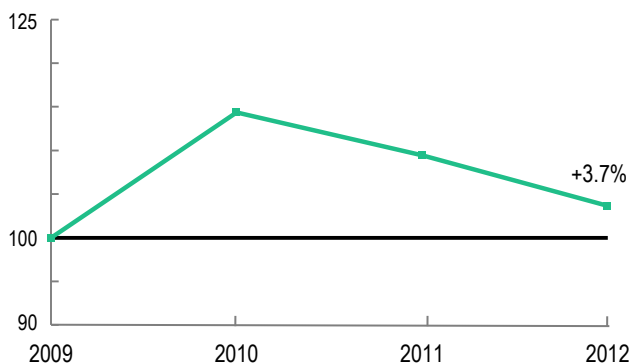


How has the volume of the hospital's outpatient visits changed compared to FY08? (FY08=100)

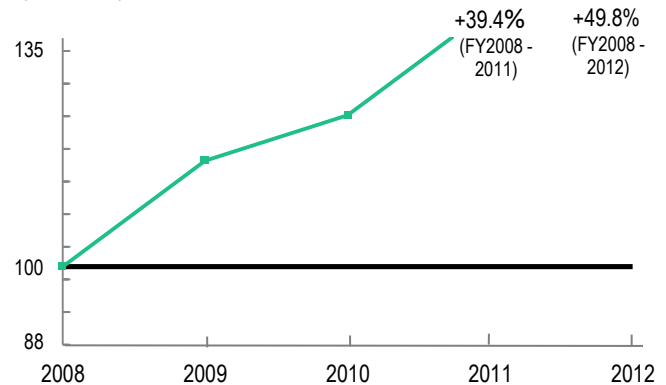


COST TRENDS

How has the hospital's inpatient cost[†] per case mix adjusted discharge changed compared to FY09? (FY09=100)



How have the hospital's total outpatient costs changed compared to FY08? (FY08=100)

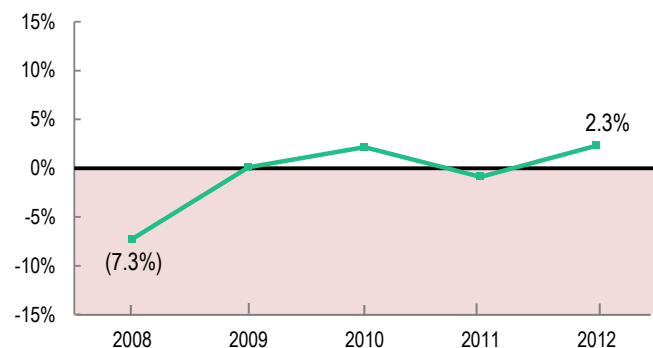


FINANCIAL PERFORMANCE

How have the hospital's total revenue and costs changed between FY08 and FY12?

Revenue, Cost & Profit/Loss (in millions)					
FY	Total Revenue	% Change	Total Cost	% Change	Total Profit/Loss
2008	\$680		\$730		(\$49.5)
2009	\$797	17.2%	\$796	9.2%	\$0.7
2010	\$889	11.5%	\$870	9.2%	\$19.2
2011	\$959	7.8%	\$967	11.2%	(\$8.5)
2012	\$1,008	5.2%	\$985	1.9%	\$23.4

What was the hospital's total margin between FY08 and FY12?



For descriptions of the metrics, please see Technical Appendix.

[‡] Costs were adjusted to exclude direct medical education costs and physician compensation.

^{*} Disproportionate Share Hospitals (DSH) receive a minimum of 63% of gross patient service revenue from public payers.

[†] Average Hospital does not include Specialty hospitals.

For more information, please contact:

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